

# IN MOTION Toolkit

Helping More People Drive Less!



This IN MOTION Tool Kit contains everything you need to develop and carry out your own IN MOTION drive-less program. All items shown in **blue** are available for download on the IN MOTION Do-It-Yourself main page at [www.metrokc.gov/inmotion](http://www.metrokc.gov/inmotion).

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## INTRODUCTION

King County Metro developed the IN MOTION program to help communities and individuals make the most of their transportation network. IN MOTION represents an inclusive approach to transportation demand management. The program encourages individuals to think about all the trips they make and pledge to make changes where they can. IN MOTION encourages the use of any alternative mode, providing information and incentives for busing, biking, carpooling, vanpooling and walking.

IN MOTION utilizes the community-based social marketing approach described by McKenzie-Mohr in *Fostering Sustainable Behavior Change* and successfully used in numerous other fields such as public health, energy conservation and waste reduction. The tools described by McKenzie-Mohr include:

- Understanding perceived barriers and benefits of changing behavior
- Providing a way for people to commit to changing behavior
- Providing prompts - helping people to remember to use the desired behavior
- Highlighting community norms which support the new behavior
- Creating effective messages and helpful information
- Offering incentives which help provide the motivation to act

IN MOTION incorporates all these components, as shown in Table 1.

**TABLE 1 Community-Based Social Marketing Tools for Trip Reduction**

<b>Tool</b>	<b>Effect</b>	<b>In Motion Example</b>
<b>Commitment</b>	Commitment causes attitude shift, more consistent action  Written more effective than oral	Check box to pledge to change two trips per week to non-drive alone Join Club Motion
<b>Prompts</b>	Visual or auditory reminders to carry out the behavior  Should be visible close to where the action is to be taken.	In-home note pads Walk/bike maps Community action posters Water bottles, safety lights, tote bags
<b>Norms</b>	Guide behavior as person looks to others for clues  Explicit and noticeable	"Count Me In" yard signs Business sponsor window slicks T-shirts, water bottles, tote bags
<b>Communication</b>	Persuade, educate and communicate desired behavior  Frame message to diffuse new attitudes  Vivid, personal, community goals	Direct mail brochure Website "Improving our community through healthy travel choices" "You can do more"
<b>Incentives</b>	Motivate person to implement desired behavior  Closely match incentive to desired behavior	Free Ride Tickets  Vouchers good for bus passes or non-bus alternative mode gear  Local business coupons to encourage local travel

A more in-depth discussion of the IN MOTION approach - background and implementation - is available in the paper [Successfully Changing Individual Travel Behavior - Applying Community-Based Social Marketing to Travel Choice, August 2006](#).

## **GETTING STARTED**

### **Know your neighborhood**

#### **Review neighborhood data**

Unless you are implementing a city-wide program, you need to start by choosing a target neighborhood. This decision will be driven by a variety of factors, including land use and transportation and community objectives.

Based on King County's experience, the following neighborhood characteristics seem to maximize the potential for a successful IN MOTION program:

- an established sense of neighborhood identity
- a residential density of over six dwelling units per acre
- availability of transit services with 30-minute midday frequency or better
- excess capacity on most transit routes
- reasonably level topography and existing sidewalk network
- access to local services within 1/4 of a mile from the center of the residential area

IN MOTION target communities have varied from high density, urban environments to lower density suburban communities, and all have yielded successful results once the program was tailored to neighborhood needs and characteristics.

#### **Obtain information on perceptions, barriers, motivators, local preferences**

The importance of this step can't be overstated. To be effective, the messaging for your program needs to speak to the motivations and identity of the target community. You may be surprised to learn what factors a community cares about enough to make them think of changing their travel behavior - we were.

Start by interviewing community and business leaders to learn how best to reach into their community, to understand their concerns and suggestions for the program, and to solicit partners for program implementation.

Next, conduct one or more guided discussion groups - including both community leaders and "regular" folks. These sessions guide participants through a process to identify key transportation barriers and motivators, as well as favored communication techniques.

The goals of these discussions are to:

- confirm the community identity
- understand interests and values that might affect perceptions in the specific community
- identify specific motivations, barriers and benefits to using alternative modes of transportation
- solicit partners for program implementation
- identify potential roles for the local business community and other organizations, and
- identify the best communication channels to reach member community



A [sample discussion guide](#) used by Metro in shaping each neighborhood program is available for download on the Do-It-Yourself home page.

In most neighborhoods, Metro found that:

- Key barriers to using various forms of transportation were personal safety and perceived availability of service; and
- Key motivators were personal health benefits and the opportunity to connect with neighbors.

Information obtained during these discussions will provide the basis for developing the program elements and specific messages that work with your target audience.

### **Design your program**

Now you are ready to use the information learned from your neighborhood to shape the messages, materials and delivery modes offered in this Tool Kit to fit your local needs.

#### **Determine the size and boundaries of your target market**

The total number of households you target will be affected by your budget, including: costs of mailing, printing materials and the number of incentives you can obtain to reward people's reduced driving.

Try to set the boundaries along arterials and center the target area on blocks which are commonly identified with the neighborhood. Try to include the business district within (or very near) the target area to encourage merchants to participate.

#### **Agree on main messages**

These are key tag lines, building from the key motivators and barriers, developed for use with the main program identity in different applications. Examples include:

1. Help get [your neighborhood] IN MOTION this [season] - Leave Your Car Behind
2. If you're not going far, forget your car
3. I can do more.....by driving less
4. Improving our community through healthier travel choices
5. It's a community thing (relating to sponsors of the program)
6. If each of us does just a little more, it can add up to a healthier neighborhood and planet

#### **Secure local partners - organizations, merchants**

Developing a community-based approach requires building partnerships with local organizations and businesses. Often, this allows the program message to be delivered by sources the recipients know, such as a community organization or a local business. Also, it demonstrates that local businesses see value in the program and that other community members think changing travel behavior is important. In all cases, it makes IN MOTION part of the local community, rather than a more abstract concept.

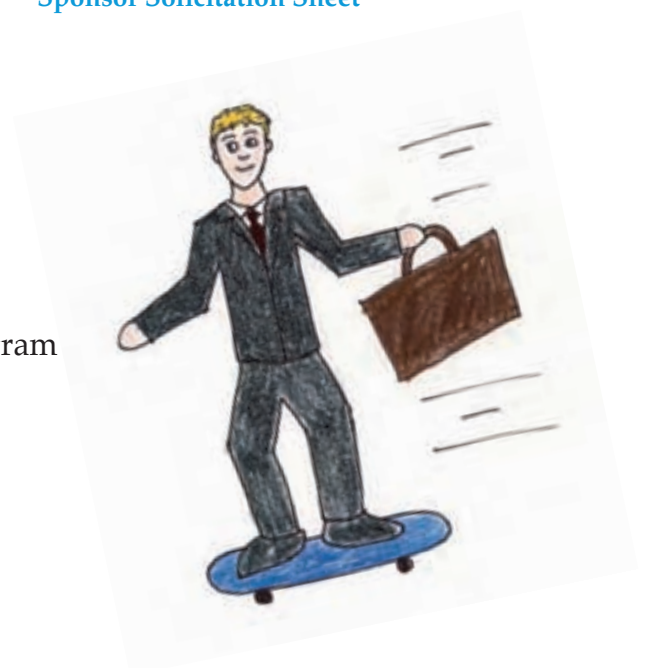
Specific partner initiatives can include:

- Inviting local merchants to be sponsors of the program. In return for posting program information and donating incentive prizes, they receive publicity, public recognition and, hopefully, additional customers.
- Inviting community organizations and local schools to participate. Students of a local middle or high school might work with the project team to map walking distances, and other students might create artwork around various travel modes for use in program materials.



Sponsor Solicitation Sheet

- Utilizing communication networks of other non-profit transportation organizations to recruit volunteers and project assistants, and participate in community events. They can also provide program links from their websites.





## **Determine implementation mechanics**

Day-to-day implementation and program management can occur either in-house or through a community partner. Using a community partner strengthens local ownership and may increase the sustainability of the program. King County Metro has used several models, two of which are described below.

- **Individual Transportation Action Team Members.** In this model, the County solicited individuals to form a Transportation Action Team (TAT). These individuals lived near or in the project area. For a modest stipend, the TAT carried out many local tasks, such as fulfillment of requested information, sending out earned incentives, hanging action posters on utility poles, delivering requested yard signs, and staffing events. This model required more day-to-day hands-on management by County staff and provided less reliable coordination and record keeping.
- **Local Implementation Partner.** The County provides a modest stipend to a local non-profit organization (such as a Chamber of Commerce or social service agency) to perform out-reach and fulfillment tasks. These organizations have the administrative skills for on-the-ground program implementation, put a local face on day-to-day communications, and may be able to partner in on-going or future programs.

Some of the qualifications desirable as you choose your implementation partner include:

- Computer system and skills
- Adequate storage space for program materials, free ride tickets, yard signs, etc.
- Demonstrated experience in successful management of public projects
- Demonstrated ability to train, organize and supervise volunteers for some program tasks

## **Plan your program elements**

In general, the County has experienced the highest levels of success where all elements listed in Table 1 have been used. Though sometimes difficult to achieve, the action posters and yard signs are important prompts which increase community visibility and help to normalize participation in the program.

Core program elements:

1. **Pledging.** Participants commit to reducing their drive alone travel during the project time period (average ten weeks). Individuals are offered the chance to pledge to change two trips a week from drive-alone to any other travel mode.
2. **Rewards.** Individuals are offered an additional motivation to engage in the program. Initial rewards for participation and/or pledging have usually consisted of a packet of 10 Metro Free Ride Tickets (enough for one week of bus travel to and from work or other destinations).

3. Prompting/norming. A minimum level of visibility can consist of posters at local business sponsors, and displays in local libraries and community centers. More is better. Our most successful programs have included action posters on utility poles throughout the neighborhood, yard signs displayed by program participants, and a tabling presence at local events or community gathering spaces.
4. Direct communication. A well-designed direct mailing is the primary communication tool with every household. Messaging is targeted based on input received during the project development phase, and should include a call to action and method of response.
5. Website/online support. An easy to find website can be a key project resource. Methods for online registration, pledging and trip reporting help keep administration tasks under control. The website can also serve as a portal to other travel resources, and provide feedback on individual and project success.
6. Prompt customized information delivery to participants. King County has used mail back of information packets, with the goal of providing requested materials within one-week.
7. Partnerships with business or non-profits. This can include providing visibility, such as sending emails or posting signs to advertise the program and the website. Businesses may also agree to provide incentives (merchant coupons) to reward individuals that follow through on their trip reduction pledge.
8. Evaluation. IN MOTION has consistently had participants fill out a short travel questionnaire at the beginning and end of each project, allowing a simple evaluation of program effect.

Some IN MOTION programs have also included:

1. The opportunity to log trips saved on a weekly basis, online or by postcard. This has been most successful when participants have had the ability to log trips online, and received automated reminders and acknowledgements.
2. Rewards for each week people keep their pledge, with special (merchant voucher) rewards for people who reach certain milestones (e.g., 5 consecutive weeks, 10 consecutive weeks).
3. Extra incentive rewards, such as tote bags or t-shirts, for being a first-responder or submitting the first trip log.



## GET THE WORD OUT

A major challenge for any type of outreach campaign is breaking through the clutter of advertising bombarding individuals on a daily basis. In Motion has achieved this by having varied, highly-visible and easy to understand program materials placed at numerous locations throughout the project neighborhood. A consistent look, engaging slogans and an easy to remember website address all work together to increase program participation.

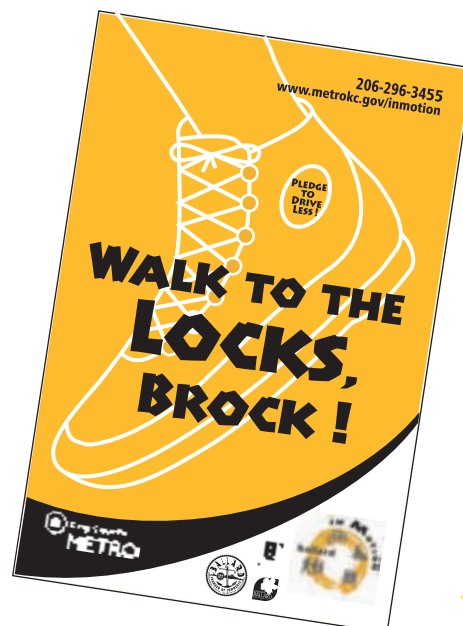
### Action posters

A good way to get people's attention initially is to place simple "action" posters around the neighborhood. Where possible, King County has placed these on telephone poles a week or so before the In Motion program begins. These are located on major and minor arterials, and sometimes even residential streets, based on the input of the partners and other stakeholders. There needs to be a sufficient quantity of posters throughout the project area to create a buzz of interest, without creating a blight effect. King County has placed approximately 150 posters in an approximate one square mile project area. The posters inject an element of playfulness and intrigue into program materials, increasing interest levels and encouraging residents to take the first step - reading the materials sent to their home.

The posters used by King County had simple action phrases promoting alternative travel, such as "Ride Your Bike, Mike", "Hop on the Bus, Russ" or "Take a Stroll, Nicole". The phrases were altered somewhat to fit each neighborhood (e.g. use of ethnic names and local themes). The only other information on the posters was the program logo, partner logos as appropriate, website and phone number. In addition to reminding people to use these travel options, the posters were incredibly successful in generating interest. In all cases, they generated direct website hits the day they went up on the poles.



Action posters





Another popular and useful element in the mailing has been a bus/bike/walk map of the target neighborhood - built into the brochure itself or (more often) as a separate piece. This is not meant to be a detailed transit map, but rather to demonstrate the wealth of bus options and the ease of biking or walking to local destinations in five or ten minutes.



**Bus Bike Walk Map**

All printed elements provide information encouraging on-line participation, while providing the option to do everything through the postal system.

If possible, the envelope should be designed to pique attention (highlighting any Free Ride Ticket Offer inside) and tie in thematically with the materials inside.



**Packet Envelope**

## **Website**

A well-developed website can provide “one-stop shopping” for individuals thinking about travel options. The King County In Motion website [www.metrokc.gov/inmotion](http://www.metrokc.gov/inmotion) is designed to allow individuals to enroll in a specific program, provide all information contained in printed materials, provide links to other resources, highlight hot topics and current events, and recognize local partners and sponsors. Having a fully developed on-line database allows participants to easily track their progress, and provides a mechanism for immediate feedback and ongoing messaging and encouragement from the project team. A well-designed website is a great tool for individuals with internet access and a degree of comfort using such tools.

At this time, however, King County would not recommend using a totally web-based interface with potential participants. Response rates will be higher if individuals have a paper form to fill out. Many individuals who provide an initial response via the paper response card will then go online to continue their participation. For those that do not choose the on-line option, King County has provided postcards and paper surveys. The percentage requiring this method of communication varies and continues to decline, but can represent 20% to 50% of a given project.



## Other community signs and presence

- **Sponsors.** Local sponsors are a key part of the IN MOTION approach. Helping people learn about and patronize local merchants increases their ability to take care of errands without a car. Local businesses benefit from increased visibility and a stronger local customer base. A typical sponsor program would include two levels of sponsorship. The base level asks local merchant sponsors to post a program “slick” in their windows - identifying their support of the IN MOTION program and further reinforcing community norms around driving less. They might also make available the program brochure and bus/bike/walk map (if produced as a separate item). The premium level of sponsorship would ask the merchant sponsor to also provide gift certificates for use as additional incentives. All merchant sponsors are identified on the website (under the Partners IN MOTION section), with premium sponsors receiving prime billing and hotlinks to their own websites. In addition, premium sponsors may be listed on printed program advertising in local papers or newsletters.



Slicks

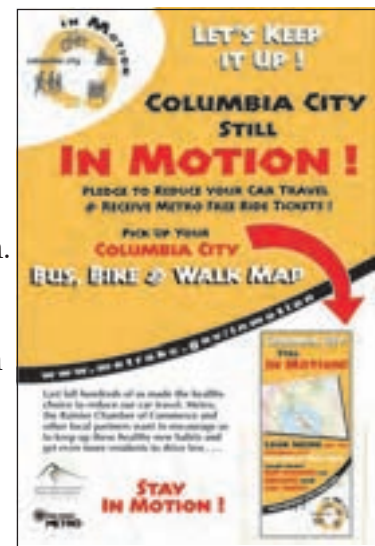
- **Yard Signs.** Yard signs, available upon request to program participants, display a visible commitment by individuals to the program. Seeing that your neighbor is taking part in evaluating and changing travel behavior helps to normalize that behavior and participation in the effort. Visible displays such as yard signs also lead to one-on-one conversations, and word-of-mouth program dissemination. They are also a good way to provide value and visibility for community partners.



Yard Signs

- **Displays.** If resources permit, placing a simple display with program materials and basic information in the local library or community center can increase visibility and access to program information.

- **Tabling.** A great way to use volunteers is to assign them to “table” local events during the period of your IN MOTION program. These might include a local farmer’s market, a community festival or other event which brings neighborhood residents together. You can “borrow” the display created for ongoing use and offer program materials and sign up postcards.



Displays

## TRACKING AND FULFILLMENT

A central component of the In Motion program is eliminating barriers to the use of alternative modes, primarily through the provision of good information. Participants are provided only the information they request and that information should be provided promptly. An efficient, timely fulfillment function is critical to keeping individuals engaged and motivated to continue in the behavior change process.

### Initial registrations and fulfillment

The registration process should be simple yet be designed to capture all the essential information to allow fulfillment and program evaluation. Registration should be allowed either on-line or via return mail, and the fulfillment partner should be equipped to enter data for off-line registrants.

Tear-off Registration Card

King County has offered an initial incentive (10 Metro Free Ride Tickets) to all individuals that register and request information. Additional initial incentives have been offered in some cases. These have included providing the first 100 respondents (or those reporting their first saved trips) a free program t-shirt or tote bag.

### Rewards for people reporting continued behavior change

Although people interviewed during IN MOTION evaluations say it is the act of pledging itself that serves as a prime motivator for people to switch from driving alone, using weekly reporting and rewards provides an opportunity for ongoing support and may help to ingrain the behavior change. It is also more time-consuming and expensive to track and reward people who submit weekly trip logs during the length of the program.

To save staff/volunteer effort, you may want to identify two or three points in the program when you will put the accrued rewards in the mail to participants, rather than trying to do this every week.

Regardless of whether you adopt the “frequent rewards” approach, it is a good idea to send out at least one mid-program reminder (email and postcard) to energize participants and remind them that their pledge is still in effect.



## MEASURING SUCCESS

Evaluating the success of community-based social marketing programs that aim to change attitudes and behavior is especially difficult in the transportation arena. Unlike water conservation or recycling programs, where one can measure decreased water use and increased percentages of recycling vs. trash, people's daily travel behavior is difficult to track empirically.

Therefore, King County Metro has used an array of measurement tools, the results of which, when taken together, create a more reliable evaluation picture. The correlations between results of these different evaluation tools have been remarkably similar, increasing our confidence that the IN MOTION program really does affect travel behavior.

### The primary measurement tools are:

- **Program participation** - by individuals and sponsors, including number of people pledging to change travel behavior and number requesting travel information
- Reported changes in attitudes, awareness and behavior from **post-program participant survey**
- **Guided discussion with selected participants** to better understand results from participant survey
- Informal **survey of partners and sponsors** to ascertain satisfaction level
- **Results calculated from trip log data** - including number of trips saved, driving miles saved, gallons of gasoline saved, pounds of CO2 saved
- **Free Ride Tickets redeemed**

## REQUIRED RESOURCES AND TIME

### Implementation tasks, options

Once decisions have been made about program elements and materials (see Design Your Program above), it is critical to assure you have coverage for all the details which are associated with program kickoff and implementation - most likely with help from an implementation partner.

Typical tasks for the implementation partner have included:

#### **Administrative:**

1. Receive all sign ups from program participants, via mail and website
2. Compile and send information and/or free ride ticket packets to all who sign up
3. Answer questions and resolve issues surrounding sign-ups and fulfillment
4. Maintain a program database and record all participant contact information and the types of information requested and sent
5. Receive, enter and track weekly trip logs from participants. Ensure prompt delivery of reward vouchers at agreed-upon milestones
6. Distribute wrap-up surveys and tally results



### **Outreach/delivery:**

1. Contact retailers to solicit their support of the program
2. Deliver sponsor “slicks” and materials; restock as needed
3. Locate and stock displays at community locations, as needed
4. Construct and deliver yard signs as requested
5. Put up program posters in approved locations throughout the program area and remove at program conclusion
6. Track and report all deliveries as completed
7. Identify and provide a presence/ tabling at community events such as Farmers Markets, throughout program duration - especially at program initiation. Seek opportunities with appropriate audiences to heighten visibility of and support for the use of alternative transportation modes by area residents

### **General:**

Submit weekly reports summarizing program status.

### **Sample program costs**

If program materials are designed to be adaptable from one neighborhood to the next, implementation costs can be expected to decrease over time. Design and development costs are not reflected below.

Some sample costs for program materials (target area of approximately 2,500 to 3,500 households) include:

- |  |                    |
|--|--------------------|
| • Four-color brochure printing:            | \$1,200 to \$1,500 |
| • Four-color bus /bike/ walk map printing: | \$800 to \$1,000   |
| • Notepad printing:                        | \$1,400 to \$2,000 |
| • Action posters printing:                 | \$775 to \$1,000   |
| • Postage:                                 | \$1,200 to \$1,300 |

### **Sample timeline**

The time it takes to prepare for and conduct an IN MOTION program depends a great deal on the complexity and reach of the particular program -- the more people you are trying to reach and the more program elements you plan to include (e.g. sponsors, travel logs and rewards, etc.) the longer the preparation time.

In general, you should expect to allow approximately 30 weeks (four to five months) from start to finish. A general guide showing approximate order and duration of tasks follows:

## **Generic IN MOTION Program Schedule**

<b>Begin Planning</b>	Four weeks	Identify, notify, convene initial discussion groups, review findings
<b>Week 5</b>	Three weeks	Finalize program elements
<b>Week 8</b>	Four weeks	Draft content for mailers and other materials; seek retail sponsors and implementation partner(s)
<b>Week 12</b>	Three weeks	Complete materials, send to printer, prepare for program launch
<b>Week 15</b>	Two weeks	Program launch - mailing, posters up, materials to sponsors, website activated
<b>Week 17</b>	Ten weeks	Program duration
<b>Week 27</b>	Four weeks	Program wrap up - final fulfillment, closing letter, surveys sent and tabulated, final report on results
<b>THIRTY WEEKS</b>	<b>START OF PLANNING TO PROGRAM COMPLETION</b>	

## **HAVE QUESTIONS?**

King County Metro is happy to answer any questions you may have about our IN MOTION program. Contact Carol Cooper at [carol.cooper@metrokc.gov](mailto:carol.cooper@metrokc.gov) or 206-684-6766.